

**NOTES OF MEETING OF THE BOARD OF MANAGEMENT HELD ON 26
OCTOBER 2016, THE BOARDROOM, LANGSIDE CAMPUS**

PRESENT:

David Newall (DN)	Chair
Sandra Heidinger (SH)	Vice Chair
Keith Rosser (KR)	Independent Board Member
Carolyn Davidson (CD)	Independent Board Member
Graeme Whiteford (GW)	Independent Board Member
Gordon McGuinness (GM)	Independent Board Member
Stephen Henson (SHen)	Teaching Staff Member (until the discussion on Item 16.110)
Clare Walker (CW)	Support Staff Member
Fiona Godsman	Independent Board Member
Mary Docherty (MD)	Independent Board Member
Amparo Fortuny	Student Member

IN ATTENDANCE:

Eleanor Harris	Depute Principal
Brian Hughes	VP Curriculum and External Relations
Janet Thomson	VP Resources and College Development
Tracy Elliott	AP Finance and Infrastructure
Duncan McDougall	AP International & Business Development
Angus Warren	Chief Executive, Advanced Procurement for Universities and Colleges (for the Presentation at the start of the meeting only)
Gillian Murray	Clerk to the Board (Minute Taker)

APOLOGIES

Susan Walsh	Principal
David Watt	Independent Board Member
Scott Cooley	Independent Board Member
Michaela Ditrichova	Student Board Member

16.99 WELCOME, APOLOGIES AND THANKS

The Chair welcomed everyone to the meeting and issued a warm welcome to Keith Rosser at his first board meeting. Apologies were noted from S Walsh, D Watt, S Cooley and M Ditrichova.

16.100 DECLARATIONS OF INTEREST

There were no declarations of interest.

16.101 DETERMINATION OF OTHER BUSINESS

G Whiteford asked if he could provide an update on the Colleges Development Network Board Member Event which had taken place on 25 October 2016. It was agreed that this would be considered under 'Any Other Business'.

PRESENTATION – PROCUREMENT BY ANGUS WARREN, CHIEF EXECUTIVE OF ADVANCED PROCUREMENT FOR UNIVERSITIES AND COLLEGES (APUC)

A Warren delivered a presentation on procurement to the Board of Management. The presentation was intended to make College Board members aware of the College's duties in terms of the new Procurement Regulations.

Following the presentation, board members discussed the College processes which are in place to ensure compliance with the Regulations. Board members were given comfort regarding the capabilities of the College procurement staff and compliance with the statutory requirements.

D Newall thanked A Warren for his informative presentation.

A Warren left the meeting.

16.102 MINUTE OF THE BOARD MEETING ON 31 AUGUST 2016

The minutes were accepted as a true and accurate record of the meeting.

16.103 MATTERS ARISING – ACTION GRID

Progress on all items was noted.

16.104 MINUTES FROM COMMITTEE MEETINGS

i. Organisational Development – 21.09.16

S Heidinger provided an update on the recent work of the Organisational Development Committee. S Heidinger advised that at the last meeting an update had been provided on the work of the Task Group. It was explained that the Task Group had completed its work with any matters arising being embedded into existing work areas. Two items were highlighted to take forward – a Staff Governance Group and follow up targeted Employee Surveys. The Committee had also been looking at absence levels and had set a new target. In addition to setting the new target, the committee wanted to identify the reasons for absence and try to target the

causes. The Committee had also considered the board policies and HR and OD policies. The Committee had considered the Audit Scotland Report, *Scotland's Colleges 2016*, and would be considering workforce planning at a future meeting. The Committee was keen to look at the College's People Strategy and associated KPIs.

ii. Audit – 28.09.16

In the absence of the Audit Committee Chair, K Rosser was invited to provide an update on the work of the Audit Committee. K Rosser advised that the Risk Appetite of the College had been discussed at the last meeting. There had also been discussion around the format of the risk register with some members taking the view that the register was too lengthy and should focus on the core risks for the College. K Rosser and D Watt had agreed to discuss the risk register in more detail with the College staff. The Committee had also approved the Internal Audit Plan and considered the Audit Scotland Report, *Scotland's Colleges 2016*, noting that long term financial planning was recommended. The Audit Committee had met with the Internal and External Auditors in private with the Executive being absent for that part of the meeting.

iii. Finance & Resources – 05.10.16

D Newall provided an update on the work of the Committee. The Committee had had an extensive update on Business Development at its last meeting. Discussions had taken place around the Audit Scotland Report, *Scotland's Colleges 2016*, and a session had been arranged to consider long term financial planning with members of the Audit Committee and other Committee Chairs being invited to join that session. D Newall advised that the draft Financial Outturn had been considered and an update had been provided on the Additional SFC Capital Funding Allocation. The Board Policies had also been considered and an updated Procurement Strategy would be coming to the December Board.

16.105 CHAIR'S REPORT

Induction Day

D Newall thanked the staff and students for their input on the induction day. All Board members who had attended had found it a very informative and useful event. The Board Members had also enjoyed the Cardonald campus tour and appreciated the time taken by staff and students to show them the work being done in the College. D Newall also thanked G Murray for organising the event.

Principal's Absence

In the absence of the Principal, E Harris has agreed to extend her employment to provide cover, assuming the powers of Principal under Clause 10 of the Scheme of Delegation.

Depute Principal

Congratulations were offered to B Hughes who has been appointed Depute Principal, which will be effective from the date of departure of E Harris.

Glasgow Colleges' Regional Board

The Glasgow Colleges' Regional Board is holding a stakeholder event on 8th November, all are encouraged to attend.

The next meeting of the GCRB is on Monday 31st October.

16.106 DEPUTE PRINCIPAL'S REPORT

E Harris updated the Board on the recent Award nominations for the College.

The College Development Plan 2016-20 had now been produced and board members had received a copy in their Board Member Handbooks.

An update was provided on the Senior Management Team Restructure.

An Estates Update was provided, with the Board receiving an update on the ongoing work at the Langside campus Litehouse Building.

E Harris provided an update on the SFC Additional Capital Funding which had become available to the Glasgow Region. The process for applying for additional funding within the Region via the Glasgow Colleges Regional Board was explained and the restrictions on the funding outlined. Details of the bids submitted on behalf of the College were provided to the Board and the Board was advised that a final decision on where the funding would be allocated would be made by the GCRB at its next Board Meeting (31 October). Board Members discussed the process and acknowledged the restrictions placed on the funding. The Board agreed that many aspects of the process were impractical and that this needs to be fed back to the SFC and Scottish Government through the GCRB.

An update on the Industrial Action was given. A meeting was taking place between the Employers Association and the Unions with ACAS and if no resolution then there would be further strike action on 8th and 9th November.

The College had been successful in winning its bid for Modern Apprenticeships training for NHS Greater Glasgow and Clyde. Thanks were given to John Canning, John Rafferty and Alistair Rodgers for their hard work and successful presentations throughout the tender process.

16.107 STUDENT PRESIDENT'S REPORT

A Fortuny provided an update on the work of the Students' Association including her attendance at a meeting of the Committee Education Scotland Learners Voice and an update on Freshers' Week. A Fortuny advised that the Executive Elections have taken place with 8 executive officers having been appointed. Class Representative meetings have started with 466 Class Reps. The Students' Association would like to improve communication and will try to do so by increased use of social media, production of a new Glasgow Clyde College Students' Association (GCCSA) Handbook, Class Representative Guides, new flyers and pledge badge resources.

A Fortuny outlined some of the Clubs and Societies being run by the Students' Association and highlighted some of the forthcoming projects including the Student Parents Project Crèche, Yoga and Mindfulness classes, and Clyde Connecting with Cultural Hubs.

The Board discussed the activities of the GCCSA. In response to a question, A Fortuny advised that there had been an improvement with there now being three part time sabbatical Vice Presidents. There has been more participation from students in English for Speakers of Other Languages (ESOL) class representatives and wider class representative meetings across the three campuses as a result. A Fortuny also noted that there had been a reduction in GCCSA administrative support. In discussing improvements to the GCCSA, A Fortuny advised that they would benefit from seeing the detailed budget of previous years to ascertain where money had been spent to give improved budget control going forward. E Harris advised that this was being looked into to provide more detail.

A Fortuny was asked what was being done to ensure sustainability of the work undertaken by the GCCSA into future years. It was explained that the full time staff member ensures that there will be continuity and sustainability.

16.108 ESTIMATED CREDIT ACTIVITY LEVELS 2016/17

B Hughes provided an update on the current projections of progress against the credits target for the academic year 2016/17.

It was explained that the college has an overall target for 2016/17 of **127,091** credits, comprising 121,401 of Core activity and a further 5,690 of European Social Fund [ESF] activity. The College internal target is set above the level of credits that it is required to achieve to ensure that it meets (or exceeds) the agreed regional target. The internal college target is 129,272 credits (this represents a 1.7% “buffer”). The current estimate of credits, as at 10 October 2016, accounting for all students currently in the system was 128,592, which is approximately 1.2% above the actual target.

B Hughes explained that at this stage of the year the numbers have not fully settled as there are students counting as contributing to the activity levels who, for whatever reason, may already have left the college. The data is continually cleaned to ensure that the estimates are as accurate as possible

As at 1 November, if a full time student is still ‘live’ on the system then they will contribute to the activity total irrespective of whether or not they subsequently leave the course. Following this milestone date, the College will assess the volume and extent of the January courses that will be required to meet credit activity targets.

In response to a question, B Hughes explained that the perfect outcome is to hit the target, explaining that if you are over the target you are carrying out work which you will not be paid for.

G Whiteford questioned what was being done to understand why some students leave a course after it has started. B Hughes explained that there was a significant amount of work in this area with lecturers and guidance staff both playing a role in contacting students who have left. Information about the reason(s) why students leave, if known, is captured in the student record system.

Discussion took place around the importance of January courses with E Harris noting that there has been an increased demand for January starts over the past few years.

16.109 REGIONAL OUTCOME AGREEMENT SELF EVALUATION REPORT 2015/16

B Hughes was invited to update the Board on the current status of the self-evaluation of the 2015/16 Regional Outcome Agreement which must be completed and sent to the SFC by the end of October.

B Hughes reminded the Board that at any one time there are three ROAs being addressed– the evaluation of the previous year’s ROA; the current year’s ROA and the plan for the next year’s ROA.

The Self Evaluation Report was presented to the Board with B Hughes advising that the report had been presented to the Performance & Resources Committee of the GCRB on Monday 10 October 2016.

It was explained to the Board that indicative 2015/16 student activity data suggests that the region has not achieved the planned activity targets for the two key performance indicators related to Outcome 2: Widening Access namely the volume of students from 10% SIMD areas and proportion of credits from SCQF levels 1-6, The quality enhancement section of the self-evaluation report suggests that the three Glasgow colleges should work collectively to review SIMD10 participation data at both regional and college levels and identify appropriate actions to support achievement of the 3-year ROA targets; B Hughes explained that failure to meet target on this is possibly as a result of the transfer of activity between Colleges in line with the Curriculum & Estates Review having an impact in that students from particular geographical areas who might have attended one college may not be willing to travel to another, and that for transferred credits between Colleges there could be an impact depending on the distribution of those credits by the receiving College. . The Board discussed the negative effect of this and emphasised the importance of looking at this in more detail to ensure this target is met going forward.

In response to a question from D Newall, B Hughes assured the Board that there was no current financial risk arising from the failure to meet the planned activity targets in relation to Outcome 2.

16.110 AUDIT SCOTLAND OVERVIEW OF COLLEGES 2016

D Newall introduced the Audit Scotland Report, *Scotland's Colleges 2016*, and highlighted the key areas for the College as follows:-

- Long term Financial Planning
- Long term Workforce Planning
- Increased transparency of College Board Activities

D Newall advised that long term financial planning would be considered by the Finance & Resources Committee and they would feed back to the full board. A similar exercise would be done by the Organisation Development Committee in relation to workforce planning.

In relation to transparency of board activities, board members agreed that board papers should be published following each meeting subject to agreement at each meeting on the disclosable status of each paper. It was acknowledged that board agendas and minutes are already being published timeously.

A discussion took place on the board members' secure area. It was acknowledged that some members have difficulty in accessing documents on the secure area, whilst others have not yet attempted to access electronic papers. The Clerk advised that a new board portal was being considered and an update would be given to board members in due course.

The Board members discussed the Report with some new members acknowledging that it provided good background information on the Sector and Glasgow Clyde College.

16.111 STRATEGIC PRIORITIES FOR THE GLASGOW CLYDE EDUCATION FOUNDATION

E Harris was invited to speak to the paper issued with the Agenda. At the last meeting of the Board of Management the Chair had asked the Committees to consider the strategic priorities for which the College should seek Funding from the Glasgow Clyde Education Foundation. The Chair had asked the College SMT to provide a starter paper for discussion on what they saw as the strategic priorities. The paper outlined what the SMT considered to be the strategic priorities for seeking funding from the Foundation.

E Harris outlined the key areas as follows:-

- Ensuring a sustainable estate and infrastructure (including improved ICT infrastructure, integration of business systems and improvements to the Cardonald campus).
- Development of Online and Blended Learning Material (including an increase in focussed staff training)
- Development of Entrepreneurial skills for learners
- Implementing the Outcome of the Feasibility Study on the potential for creating a Centre for Educational Research

The Board discussed the strategic priorities in detail. S Heidinger noted that there must be integration of business processes as well as business systems, extending beyond IT. L McGaw would be visiting Strathclyde University to look at ways they had used to improve business processes. Discussion took place around whether there was a possible need to align business processes across the region and it was noted that this had been discussed around the applications process.

During discussions about blended learning, it was acknowledged that staff would need additional support and training in some areas to help them deliver blended learning. A key priority would be to engage with staff to capture any issues they raise. C Davidson saw blended learning as a priority, as considering different delivery modes would inform HR and estates planning.

Having discussed the paper at length, the board agreed with the strategic priorities outlined in the paper, suggested that the Senior Management Team reflect on the text to ensure the board discussions were reflected, and agreed that the priorities should be outlined in a letter to be sent to the GCEF prior to their next meeting. EH

16.112 STATEMENT OF ACCOUNTING POLICIES (SORP)

T Elliott was invited to speak to the paper issued with the Agenda. T Elliott explained that the College is required to comply with the Statement of Recommended Practice (SORP) for Further and Higher Education 2015 which reflects the changes in accounting standards from the introduction of the Financial Reporting Standard FRS102 by the Financial Reporting Council.

T Elliott outlined the key changes as follows:-

- The requirement for all government grants to be treated using the accruals model or the performance model.
- The requirement for all non-government grants to be treated using the performance model
- The requirement for all employee benefits to be recognised as expenditure in the year in which the employee provides the services to the College
- The requirement to review all contractual arrangements to consider if they contain any 'embedded leases' and report them as such in the financial statement.

T Elliott outlined the differences between the accruals and performance models in relation to government grants and explained that the Audit and Finance & Resources Committees had discussed these at length and agreed that the Accruals model was the most appropriate method to be used.

The Board approved the Statement of Accounting Policies.

16.113 DRAFT PRIMARY FINANCIAL STATEMENTS FOR PERIOD ENDING 31 JULY 2016

T Elliott was invited to speak to the paper issued with the Agenda. The papers contained the draft primary financial statements. T Elliott explained that the draft primary financial statements had been prepared in line with the Statement of Recommended Practice (SORP) 2015 which is based on FRS100, 101 and 102, the new UK Generally Accepted Accounting Practice (GAAP) issued by the Financial Reporting Council. It was further explained that the statements remained draft and, as such, may be subject to change although no material adjustments were anticipated. An Overview of the College's Financial Performance and the Primary

Financial Statements were also included as appendices to this paper

T Elliott provided an overview of the College's Financial Performance explaining that there was an operating surplus of £35,000 which was subject to adjustments in respect of Expenditure Funded by Depreciation Cash; Funded Pensions; Unfunded Pensions and Capital Funding received from the Arm's Length Foundation. T Elliott explained the adjustments in detail and discussed these with Board Members.

The Board of Management reviewed and discussed the draft primary financial statements for period ending 31 July 2016, noting that the audited financial statements would be presented to the December Board.

16.114 COLLEGE RISK APPETITE

J Thomson introduced a paper on the College Risk Appetite explaining that this had been prepared by the Senior Management Team following the introduction of the updated Code of Good Governance which requires the Board to set the risk appetite for the College. The model presented to the Board of Management was based on the HM Treasury model. J Thomson advised that the risk appetite had been discussed by the Audit Committee and with the Internal Auditors.

J Thomson explained that the risk appetite had been assessed across four risk categories with the appetite being set for each area as either Averse, Minimalist, Cautious, Open or Hungry. Having taken consideration of the context within which the college is operating the following assessments of risk appetite had been made by SMT and were discussed by the Board.

- Strategic and operational delivery – **Open**
- Reputation and credibility – **Cautious**
- Financial/VFM – **Cautious.**
- Compliance/Legal/Regulatory– **Cautious**

The overall College Risk Appetite was assessed as **Cautious** by SMT.

Board Members discussed the risk appetite and agreed that the risk appetite was appropriate for the current environment and political sensitivities. However, board members recognised the benefits of being more open in some areas and agreed that the risk appetite should be reviewed annually.

The board of management approved the risk appetite.

16.115 COLLEGE FINANCIAL REGULATIONS

T Elliott introduced the paper seeking approval of the College Financial Regulations. T Elliott explained that, as part of the 2015/16 Internal Audit Plan a review of the College's Financial Regulations was carried out by Henderson Loggie in order to ensure the regulations met the requirements of the Scottish Funding Council (SFC) Financial Memorandum, the Scottish Public Finance Manual (SPFM) and the Statement of Recommended Practice for Further and Higher Education (SORP). The Board of Management had received a copy of the Financial Regulations within their papers.

T Elliott explained that there were no major changes, but that changes will be required when GCRB achieves fundable body status, as the parts of the regulations referring to the SFC Financial Memorandum will then have to refer to the Financial Memorandum between the College and GCRB.

The Board of Management approved the College Financial Regulations.

16.116 POTENTIAL IMPACT ON GLASGOW CLYDE COLLEGE OF THE UK LEAVING THE EUROPEAN UNION

D McDougall was invited to speak to his paper issued with the Agenda. D McDougall advised board members that the paper provided an indication of the scale of the College's current activity which is linked to European funding.

D McDougall outlined the three main areas which would impact the College:-

1. European Social Fund (ESF) through the Scottish Funding Council
2. European Union Projects for student and staff mobility in Europe and curriculum development projects, for example, Erasmus.
3. Potential indirect impact on the College through other agencies' European funding, for example, Skills Development Scotland

The potential impact on income was outlined to board members. Board Members discussed the loss of income and considered the overall potential impact on surplus. Board Members discussed the impact on the number of courses offered if European funding for students is no longer available to support them and the potential impact this would have on staffing levels.

The Board of Management recognised the need to plan for the future and to participate in political lobbying to ensure the Scottish

Government recognises the potential impact on the Further Education Sector of the loss of European funding.

16.117 SOCIAL PLEDGE

As part of the Scottish Government initiative to tackle inequalities and reforming how public services deliver their services and ensure that participation and empowerment are at the centre of everything the public sector does, they have launched the Social Impact Pledge.

The Social Impact Pledge asks public sector organisations across Scotland, including Colleges, to commit to increasing their social impact by making a public commitment to changing 3 aspects of their current operations or policies. The Pledge links into the [Community Empowerment \(Scotland\) Act 2015](#). Colleges have been asked to identify 3 commitments to improve their current engagement or policies which deliver benefits to their local communities.

The three commitments of Glasgow Clyde College are as follows:-

- Commit to offering local community groups/organisations who are directly involved with GCC Community Learning and Development Team the opportunity to access GCC meeting facilities free of charge.
- Commit to support staff for a maximum of 7 hours per year to take part in volunteering/mentoring opportunities in the College's neighbouring thriving places communities as part of their Continuous Professional Development activities.
- Commit to offering local community groups/organisations/local schools access free of charge to public performance/exhibitions being held by Glasgow Clyde College students.

The Board of Management noted the Glasgow Clyde College Social Pledge.

16.118 CREDIT TARGET 2015-16

The College had an overall target of 128,544 credits for 2015/16. This was made up of a core target of 123,561 credits, 4,483 ESF Credits and an extra 500 credits, following an additional allocation of 3,000 credits to the Region by SFC in January 2016.

The annual audit of the credits had taken place and the final audit report was awaited. The current feedback from the auditor did not suggest there would be any material change to the credits as a result of audit and the College would therefore achieve 128,882 credits which was 0.6% over target.

The Board of Management noted the update.

16.119 OVERVIEW OF NETT DEPRECIATION CASH

The board received a paper which provided an overview of nett depreciation cash and information on technical deficits occurring as a result of this cash being utilised.

The Board of Management noted the paper.

16.120 FOI SUMMARY 2015/16

The Board received a paper providing them with a summary of the freedom of information requests dealt with by the college in the period 1 July 2015 to 30 June 2016.

The Board noted the paper.

16.121 COLLEGE STRATEGIC RISK REGISTER

The Board received a paper providing an update on the Risk Register, highlighting changes to the register since the last meeting.

The Board noted the Risk Register.

16.122 SCOTTISH FUNDING COUNCIL – INTERIM LETTER OF GUIDANCE 2017-18

The Scottish Government annually provide the SFC with guidance on what they wish the SFC to prioritise in terms of their own guidance to the College and Higher Education sectors in the coming academic session. The Board of Management received a copy of the interim Letter of Guidance provided by Shirley–Anne Somerville MSP, Minister for Further Education, Higher Education and Science to the SFC on 29 September 2016.

The Board noted the letter.

16.123 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

There were no decisions made which would require an equality impact assessment.

16.124 REVIEW OF PAPERS

The Board were satisfied with the papers presented to them. D Newall requested that individual reports should contain page numbers.

16.125 ANY OTHER BUSINESS

G Whiteford provided an update on the Colleges Development Network Board Member Event which had taken place on 25 October.

Key updates included the launch of the new Governance Hub on the CDN website; a suggestion that the Student Association is funded from the Arm's Length Foundation and the need to attract more ethnically diverse board members.